



Built on a family legacy of a half-century in concrete construction, Trice has incorporated the defining values used for decades with added safety and sustainability to create a resilient, multi-dimensional concrete construction corporation. Today, it uses this approach to serve general contractors, infrastructure contractors and public sector organizations, with specific expertise in the utility and energy industries.

As a mentee in the Clinton Entrepreneurship Foundation, Trice was paired with business mentor, Philippe Lavie, president of KeyRoad Enterprises. The Entrepreneur Mentoring Program, an Inc. magazine – William J. Clinton Foundation’s Economic Opportunity Initiative, facilitates structured, high-impact mentoring relationships between some of the nation’s most successful business leaders and entrepreneurs running emerging growth companies in America’s inner cities.

When Trice started to work with KeyRoad Enterprises, it had grown its top line revenue significantly year over year although with a smaller increase in its profitability. Its business infrastructure was no longer adequate for its growth. It had stray away from its core business and expertise, making the company somewhat vulnerable towards achieving its goals and allowing slippage in maintaining control over its cost and financial returns.

With the help of KeyRoad, Trice decided it needed to realign its profitability achievements with its revenue growth. It needed to expand its business infrastructure (people, resources, IT, processes). It finally needed to refocus on its core expertise after having diversified and expanded its markets and selling audiences away from its core regional expertise.

Working with KeyRoad Enterprises and its founder, Philippe Lavie, Trice revised and developed a new business plan including a three-year outlook, a one year tactical plan, re-aligned organizational chart with needed hires and timing; a set of key performance indicators to more effectively manage the business, a set of financial reports and accounting processes necessary to manage the business. Trice also launched a plan to obtain a new operational line of credit to be secured through new banking relationships. Furthermore, Trice developed a revised target market audiences better aligned to its core business, ideal client profiles, and an economic model to position the company on a stronger financial footing and preparing to once again focus on growth. It redefined its business mix (type of work the company should be focusing on securing), revenue target for a more controlled growth, its margin and EBITDA targets, and a pro-active prospecting target list. It also re-engaged its board of advisors to plan this recovery and maintain accountability to the company’s performance commitments.

This work has resulted in: exiting unprofitable lines of business; improved control of project costs; a 250% improvement of net income on 40% lower revenue; four consecutive profitable quarters; reacquisition of high performing scopes of work; expanded line of credit; implementation of new financial management software; relocation to new a facility; bigger year over year backlog. Trice is on-track to complete its best ever year.

Stephanie Hickman, president of Trice Construction, has this to say about the work her company did with KeyRoad: Philippe has been and continues to be an invaluable resource to Trice. I appreciate his direct, no-nonsense approach to coaching and advising. He consistently challenges my thinking and

focuses my energy to the high value functions of running my business. Through his guidance, I have gained a stronger understanding of my financials and the critical nature of ongoing strategic focus. On the marketing side, I have analyzed my customer/project mix to develop an easy-to-execute plan that is optimizing Trice's top line growth and bottom line profitability. The results are clear: Trice is a stronger, performance driven company as a result of its engagement with KeyRoad.

For more information on Trice Construction, please visit their web site at: <http://www.triceconstruction.com>. For more information about KeyRoad Enterprises, please visit their web site at: www.keyroad.com.